Association of Municipalities of Ontario

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Table of Contents

Message from the President 2

Message from the Administrative Vice-President 3

Policy Development 4

- Municipal Finance 4
- Waste Management 7
- Land Use Planning 8
- Health and Social Services 11
- Other Major Initiatives 13

New Resource Centre 15

Communications 16

Councillor Seminars 17

Auditors' Report 18

AMO Committees, Task Forces and Appointments 25

AMO Staff 33

AMO Membership Profile 34

AMO Membership Roster - 1992 35

Helen Cooper
Mayor, City of Kingston

A Message from the President

May I begin by congratulating those involved in the election process upon your success at the polls in November 1991. As is always the case in an election year, the staff of the AMO worked very hard last fall to ensure that the organization continued to run as effectively as possible in the weeks running up to the municipal election. Since that time, for those of us who have continued our involvement in the Association or have expressed a new desire to become involved, all the resources of the Association have been called upon frequently to work as actively and responsibly as possible for the interests of municipal governments, especially in our relations with a relatively new government at Queen's Park.

The talent, devotion and skill of our staff has become consistently apparent to me as President, in both the way the Association has affected policy development by the provincial government and by the amount of media attention that the AMO now is constantly given. At the same time, we are receiving frequent queries from other organizations and associations with interests in common with our own in recognition of the fact that AMO has become an extremely effective voice for change at Queen's Park. Our policy work gets ever better. We offer consistently well researched and intelligent opinion. Our information services division has expanded in scope and sophistication as a service to our own members.

Three major initiatives have been undertaken this year. The first is lead by John Harrison as Past President and Co-Chair of the Disentanglement Steering Committee. John, along with Bob Foulds as Chair of the Coordinating Committee for Disentanglement, has taken intense personal responsibility for the progress of this exercise. Hence, since last year, we have seen developing cooperation with Dave Cooke, Minister of Municipal Affairs, and his Ministry, with the establishment of a separate secretariat. The Steering Committee is now meeting regularly. Although those intensely involved in this exercise recognize its increasing complications, there is a will for change which I remain convinced will ultimately serve the interests of all municipal governments and hence, their residents.

At the same time, the Task Force examining the further internal reorganization of the Association completed its report in time for the Board of Directors' meeting in May. The report adopted by the Board proposed significant change in the structure of the AMO Board and Executive, in recognition of the need for the organization to become responsive to ever shortening deadlines. The ultimate recommendation adopted by the delegates to the convention will form an extremely solid base for the establishment of an appropriate constitution for AMO, giving it an ever more secure foundation to serve its membership in the 1990's and beyond.

The third extremely important initiative of the Association this year is the establishment of a subsidiary "for profit" corporation. This company is a far more sophisticated extension of the idea of provision of membership services through such concepts as bulk purchasing and technology buy-ins to be used locally and individually. At the same time, the Association will be lessening its dependence upon membership fees for revenue. Again, this is an important response that AMO is making to ensure its own adaptability and survival in the rapidly changing financial circumstances of the 90's.

I have thoroughly enjoyed my year as President of this organization. It has given me an enhanced and invaluable insight into the importance of local government to all our communities. It also has made me increasingly aware of the fact that municipal governments united in common interests are an extremely effective voice for change in the province, as they most appropriately should be.

As I have already stated in this report, the staff of this Association perform a multitude of invaluable services to us that go far beyond any written job description. To them, and to the many volunteeers through the committees, the section executives, the Board and the Executive, I owe a sincere debt of gratitude for making my job as productive and pleasant as it could possibly be.

A Message from the Administrative Vice-President

Keith Ward, Director, Policy & Development, Peel Non-Profit Housing

Last year (1990/91), AMO witnessed a period of significant change and transition, overseen administratively by my predecessor, David Hipgrave. This past year has been one of implementation - the fruition of significant revisions in staffing, budgeting, accounting and accountability. Frankly, it is too early to measure the success of all these initiatives.

While I am optimistic, and certainly believe the Association has made overdue and necessary improvements, one could have wished for a less demanding external environment. Change is painful at the best of times. Recessionary impacts upon AMO and its member municipalities have introduced additional stresses and uncertainties, complicating planning and administrative decision-making. As your Treasurer, I have had to convey some negative messages in a "tough times context", a familiar refrain at many municipal councils, and can only hope the impulse to shoot the messenger is resisted for a bit longer.

The Association's financial controls have been totally overhauled. Budgets and statements are being produced using meaningful cost centre categories and our first budget in this new format started from scratch (zero-based and very detailed). Ongoing administration of costs and revenues has been made the responsibility of senior management associated directly with the respective cost centres. The Association is thus in a position to impose real budgeting control up front, to monitor effectively, and to impose accountability at the appropriate levels.

Kathleen Hunter served as Executive Director for the first full year. It was a pleasure to work with Kathleen and with Sharad Kerur and Doug Raven, who, together as senior management, have had to manage the administrative changes which govern how the Association goes about its business. It has been gratifying to see the energy of this team, their willingness to accept greater accountability, and the support they enjoyed from their staff. I appreciate all their hard work.

Together, staff and Board/Executive, we reached consensus that we have to move now beyond changing our financial systems to changing our financial priorities. Simply put, the Association cannot afford to keep going down the track it has been on. To use an overworked phrase, our operational expenditures have to reflect a lean and mean organization, and potentially disruptive sacrifices are inevitable. More importantly, revenues must be enhanced and the dependence on membership fees reduced.

The creation of a separate profit-making venture ("daughter company") to be spun off is a promising undertaking. The support of the membership itself will be crucial to the health of this effort and thus to the health of your Association. We will welcome ideas and require participation.

I thank the membership for the opportunity to serve over this difficult period. Nothing like a challenge to keep one awake. We have made solid progress toward establishing a sound organizational foundation for the development and promulgation of competent, credible advice and advocacy. There is no question that we are making tremendous strides in gaining recognition for our roles working with and on behalf of Ontario's municipalities - a reward which I hope everyone will keep in mind as my successor takes on the continuing challenge.

POLICY DEVELOPMENT - Power Through Partnership

Doug Raven
AMO's Director of Policy

The best time to successfully influence government policy decisions is before they are made. Remembering this simple but important rule has enabled AMO to have a highly successful year in the field of policy development and government relations.

AMO has insisted on being involved early and often in provincial government decision-making and the Province, under the guidance of Municipal Affairs' Minister Dave Cooke, has strongly supported this approach. The result has been the virtual elimination of provincial downloading of costs and services to the municipal sector over the past two years, and a substantial improvement in Provincial policy decisions as they relate to municipalities.

This quiet approach may not be as visible as reacting to unpopular Provincial decisions in the press, but it is far more effective. On those rare occasions where consultation does not take place, or where the Province insists on taking action which is detrimental to municipalities, AMO will continue to loudly and clearly articulate the municipal position and pressure the Province for change.

The Association would like to thank the many volunteer members serving on the Association's board of directors, policy committees, task forces, and section executives, who -along with a small but dedicated staff - have helped to make AMO the recognized leader in municipal policy development. The results have been impressive.

Although there is not sufficient space to describe all of the Association's policy activities, here are a few of the highlights.

MUNICIPAL FINANCE

Pushing Forward on Disentanglement

The disentanglement of provincial and municipal roles, responsibilities and financial arrangements has long been a priority of the Association. Finally, at last year's annual conference, Dave Cooke, Minister of Municipal Affairs, and then AMO President John Harrison announced the formation of a Steering Committee of six key Cabinet Ministers and six municipal politicians to direct a process of disentanglement.

Because of the municipal election last fall and the preparation needed to get the process under way, the Steering Committee did not begin meeting until February of this year. Since that time, both the Province and AMO have worked hard to push the process forward quickly, and hope to see the first results implemented in early 1993.

The process will be implemented through a phased, incremental approach. The Steering Committee will identify the program areas of greatest priority and work out, where possible, interim solutions for their rationalization. These interim agreements will ultimately be incorporated in a more comprehensive agreement between the Province and municipalities.

During Phase I of the process, Expert Panels have been established to develop:

1. Options to ensure municipal control of police budgets while respecting policing standards and how they are maintained.

2. Social Assistance Reform
   a) A phased implementation plan to move financing responsibility for social assistance to the Provincial level.

   b) Options for delivery which reflect 2a) will be coordinated with the Social Assistance Reform Process already under way.

3. Options for policy driven changes in programs and in other shared service areas which will offset the movement of social assistance costs to the province.

4. An examination of the feasibility of using unconditional grants to ease the transition.

These options will be considered by the Steering Committee as they are developed over the course of the year. It is expected that the Phase I process of analysis and consultation will be completed by late 1992, producing a new Provincial/Municipal framework for those services, including options and strategies for implementation in 1993.

Further analysis and consultation will follow, addressing other programs not disentangled in the first phase and ultimately addressing the full range of Provincial-Municipal programs.

Representing Municipalities on The Fair Tax Commission

When the Provincial government established the Fair Tax Commission in the Fall of 1991, AMO arranged to have seven representatives and one staff member provide the municipal perspective in the Commission's Property Tax Working Group. Group members were charged with examining specific areas of taxation and responding to questions from the Treasurer of Ontario and the Commission's ten commissioners. Their answers will form the basis of discussion papers and eventually, tax reform recommendations.

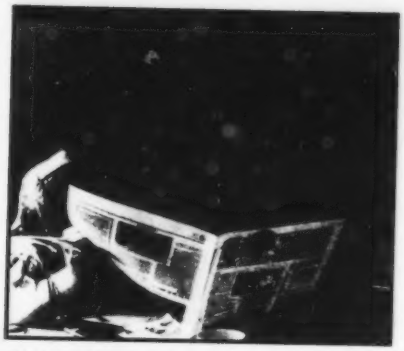
The Fair Tax Commission is comprised of eight Working Groups. It is expected that all eight groups will submit their final papers to the Commission by the Fall of 1992. From then until the Fall of 1993 the commissioners will develop draft options. The Commission will submit its recommendation on tax reform to the Treasurer of Ontario in the Fall of 1993.

AMO will review the draft submission of the Property Tax Working Group and will continue to work closely with the commission to ensure that municipal concerns are reflected in the group's final document.

Working Towards Innovative Infrastructure Financing

In response to a request by the AMO Executive at its September meeting with Premier Bob Rae and key provincial cabinet ministers, Minister of Municipal Affairs, Dave Cooke announced the creation of a joint provincial/municipal

infrastructure finance committee. Its mandate: to explore innovative means of expanding revenue to finance increasingly expensive infrastructure maintenance and upgrades.



Claire Marchand
Coordinator for Section Services, AMO

Although traditional responsibility for this financing has fallen to local governments, there is an increasing realization that public expectations can no longer be met through property taxation coupled with existing provincial/municipal cost sharing arrangements.

The task force is charged with finding new sources of revenue for local governments; identifying legislative changes that would facilitate new financing arrangements; and developing education and training for municipalities, to assist them in accessing financing and to direct them to other resources.

Helping to Push Through Bill 165 - Municipal Borrowing and Debt Issuance

Ontario municipalities are subject to substantial restrictions with regard to both borrowing and investment powers. The reasons given for the restrictions have been to ensure the fiscal integrity of municipalities because municipal ratings reflect in the Province's own rating, and to prevent unwise municipal investments that result in requests for financial assistance.

Over the years the Association of Municipalities of Ontario has been persistent in its efforts to have legislation passed that would reduce these borrowing and investing restrictions.

Frances Pace
Policy Analyst, AMO

A bill containing the sought after improvements, Bill 165, was finally introduced in the Legislature in December 1991, but its passage was stalled. This delay was critical, as the bill also contained a provision permitting municipal election candidates to declare such items as victory parties and audit fees when calculating election campaign cash surpluses. AMO continued to press the government and the opposition parties for speedy passage of the Bill, which was finally passed on June 23, 1992.

Passage of the bill enables municipalities to secure a better return on their investments and lower their borrowing costs. It also streamlines the approval process for debt issuance. Beginning in 1993, a municipality will no longer be required to obtain OMB approval to incur debt, as long as its total debt does not exceed provincially established limits.

Influencing the Provincial Budget

In November, 1991, AMO's President, Helen Cooper made a presentation to the Finance and Economic Affairs Committee of the Legislature as part of the Pre-Budget Consultation process. The Association submitted a second pre-budget document in March, 1992.

By March, 1992, it was reaffirming to note that several of the November requests had been agreed to by the Province or were already under way. The second submission therefore, focused primarily on recommendations aimed at addressing the problems of economic restraint while encouraging economic regeneration. A presentation to the Treasurer and the Minister of Municipal

Affairs was made by President Cooper and was followed by a written submission.

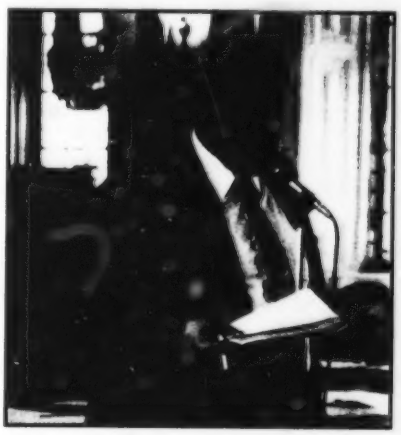
The Provincial Budget was released at the end of April, 1992. Overall, the Association's reaction to the Provincial Budget was positive, as the Province did not introduce the type of massive down-loading of costs which is occurring in many other provinces. AMO will continue to provide follow-up on those items in the budget which were cause for municipal concern.

WASTE MANAGEMENT

AMO Wins Amendments to Bill 143

The primary example of the government not consulting with AMO before proceeding with new policies was the introduction of Bill 143, *An Act Respecting the Management of Waste in the Greater Toronto Area and to amend the Environmental Protection Act*. In December 1991, AMO stopped the provincial government from passing Bill 143 before municipalities could have any input into it. The act was introduced on October 24, 1991, during the municipal elections, and the government planned to pass it by December 19, 1991. AMO lobbied both the government and opposition parties to provide time for municipalities to comment on the bill. As a result, the bill was sent to public hearings in early 1992.

During the hearings and negotiations surrounding them, AMO was able to persuade the government to make several significant changes to Bill 143. These included deleting a clause regarding injurious affection and another where the province was going to give itself the right to "govern the manner in which municipalities carry out the financial management of their waste management activities". AMO also won changes which resulted in having the Minister, rather than a Ministry of the Environment director, issue reports regarding landfills, and limiting the amount of time a municipality must accept waste from sources outside of its boundaries.



Howard Moscoe
Councillor, Metropolitan Toronto
and AMO Vice-President

Pressing the Province on Refillable Beverage Containers

Municipalities, through both resolutions and AMO policy positions, have long said beverage containers should be refillable and have a deposit system. In October 1990, the Minister of the Environment, the Honourable Ruth Grier, indicated the province may consider moving in this direction. But that has not yet happened because of the strong soft drink industry lobby fighting the move which would cost them more money than they now pay for having municipalities pick up soft drink containers in the Blue Box system.

In early 1992, AMO learned the Minister was considering what the provincial government's policy should be on refillable beverage containers and a deposit system. AMO thus issued *AMO's Policy on Refillable Beverage Containers* (92-5, April 1992), which looks at similar systems in other parts of the world. The Minister of the Environment has been seriously considering AMO's recommendations as she continues to work on a new refillable beverage container policy for Ontario.

Reforming Master Plans and Statutory Authority

On March 31, 1992, the provincial government finally released two discussion papers dealing with reforms for which AMO has been asking for several years.

The Waste Reduction Office's Initiatives Paper No. 2, *Waste Management Planning in Ontario*, proposes reforms to the waste management master plan system. It follows AMO's March 1989 report, *The Waste Management Planning and Approvals Process*, which called for reforms to both the waste management master plan and environmental assessment systems.

The Ministry of Municipal Affairs' paper, *Municipal Waste Management Powers in Ontario*, offers options for ways in which the legislative authority governing municipalities can be changed so municipalities' authority for waste management and all of the new changes being introduced into this system can be clarified. Since 1989, AMO has repeatedly asked for some of these changes through its reports and meetings with the provincial government.

AMO has responded to both of these documents and will work to ensure that municipalities' comments are given strong consideration before the provincial government introduces the resulting changes.

Joe Mavrinac
Mayor, Town of Kirkland Lake
and AMO First Vice-President

Bringing the Municipal Perspective to Ontario's Waste Reduction Action Plan

Since the Minister of the Environment released Ontario's Waste Reduction Action Plan (WRAP) in February 1990, AMO has been working to ensure the municipal perspective is considered and included in every phase of the new plan.

Throughout the summer of 1991, AMO consulted with the Ontario Ministry of the Environment (MOE) on the development of its Initiatives Paper No. 1, *Regulatory Measures to Achieve Ontario's Waste Reduction Targets*. AMO was able to provide input which changed a number of points to better favour municipalities.

Throughout 1991 and 1992, AMO also provided representatives or feedback to the province on issues ranging from master plans and legislative authority to the need for a better financial arrangement for waste management. AMO has also commented on such diverse areas as true-cost accounting, the development of the province's waste management information database, and how municipalities' progress toward the province's waste diversion goals of 25 per cent by 1992 and 50 per cent by the year 2000 will be calculated.

While this work has not changed the overall direction which the Minister of the Environment plans to take, it has identified and provided input to areas concerning municipalities. AMO's work has also fostered several changes which favour municipalities across the province.

LAND USE PLANNING

A Municipal Voice: Responding to the Sewell Commission

In recognition of the importance of this review, in November 1991 AMO established a Planning Task Force to ensure that municipalities are strongly

represented in the Commission's deliberations. The Task Force has been very active and instrumental in ensuring that the municipal voice is heard at the Commission. It meets frequently with the three Commissioners, reviews and analyzes Commission reports and the submissions of individual municipalities and other organizations, prepares draft AMO responses to Commission proposals, and reviews other land use planning-related issues that arise during the duration of the Commission. The Task Force also produces a monthly *Planning Reform Bulletin* to keep member municipalities informed about the Commission's reports and activities as well as the Task Force's work. Representatives of the Task Force have also participated at annual meetings of AMO to speak on municipal issues and responses to the Commission.

AMO made it's first formal submission to the Sewell Commission in May 1992 (*Roles and Responsibilities*). The report establishes a **framework** or set of **principles** regarding a desired planning system, makes recommendations on the **mandate** of the Commission, and makes proposals for the expression of provincial planning goals.

Evelyn Ruppert, AMO's Senior Policy Analyst and Doug Raven

Its Finally Here! Streamlining of the Provincial Planning Approvals Process

In April, 1992, the Province announced several initiatives to support urban economic recovery through the streamlining of the planning and development process. Over the past several years AMO has argued that addressing roadblocks in the provincial regulatory system could potentially yield the most benefit (ie. faster planning approvals) with the lowest cost. In particular, AMO and other groups have argued that the approvals process within the Ministry of the Environment is a major roadblock in the process and therefore must be reformed to achieve efficiency. AMO was therefore pleased to see the Province finally respond to these concerns and make changes which will contribute to greater government efficiency and assist in economic recovery. AMO's Planning Task Force has reviewed and consulted with government representatives on many of these administrative reforms to ensure that municipal concerns are incorporated in these changes. The Task Force will also continue to monitor these changes as part of its review of the Sewell Commission proposals on reform of the planning process.

Successfully Challenging the Proposed Draft Growth Management Policy Statement

One of the proposed initiatives announced by the Province in April included the development of "basic principles for planning" to be contained in a provincial policy statement on growth management. This initiative is **very** different from the other streamlining proposals which are by and large process and administrative changes to help speed up the process. The Planning Task Force worked very hard to urge the Minister of Municipal Affairs to not proceed with the development of this proposed policy statement. The Association's position is that it is premature and inappropriate to be proceeding with the passing of a detailed provincial policy statement prior to the submission of the Sewell Commission's final report. AMO expressed concern that this would have a negative impact on the integrity of the Sewell Commission review process and that while the proposed policy statement reflects the Commission's revised draft provincial planning goals, these are still the subject of intense debate and do not at all represent a consensus. AMO

was very pleased when the Minister responded to the Association's concerns by agreeing to release the document as a guideline only. Planning Task Force representatives will be meeting with Ministry staff to review the proposed guideline.

Assessing the Results: AMO Report on the Implementation of the Land Use Planning for Housing Policy Statement

As August 1991 approached it was clear that very few of the 104 "priority" municipalities would meet the deadline to fulfil the requirements of the Province's Housing Policy Statement. Since the Province continued to pressure municipalities to meet the statement's requirements, AMO undertook to review the implementation problems and issues faced by municipalities. In its report, AMO continues to support the intent of the Policy Statement and the realization of its objectives to increase the supply of affordable housing in Ontario. However, AMO believes that from both the provincial and municipal points of view, the implementation of the Policy Statement is not proceeding effectively, its goals are not being realized, and therefore there is a need to address municipal **and** provincial concerns. AMO therefore called on the Government to make a commitment to address and finally resolve these issues in a comprehensive manner and in cooperation with municipalities.

The Association requested that the Province formally respond to its report. Unfortunately, the Province has not made a commitment to respond and help facilitate the resolution of issues and concerns raised by both levels of government. Through the Association's responses to the Sewell commission, AMO hopes to further address some of the concerns raised in its report.

Responding to the Draft Wetlands Policy Statement

AMO's response to the draft wetlands policy statement (WPS) strongly supports the Ministries of Natural Resources and Municipal Affairs in their initiative to preserve Provincially Significant Wetlands. This support recognizes the need for provincial policies and protection measures to ensure that the remaining Provincially Significant Wetlands in southern Ontario are not further depleted. AMO was pleased to report that this draft version of the WPS contained some improvements over the 1989 version. However, AMO still expressed two areas of major concern.

First, AMO stated that the WPS should not come into force prior to consultation with the municipal sector on the details of the Implementation Guidelines. AMO also recommended that the Provincial Government establish a formal procedure for expressing provincial priorities with respect to conflicting or potentially conflicting policy statements and guidelines with respect to municipal planning. AMO's second set of concerns are related to the policies proposed for lands adjacent to Provincially Significant Wetlands or lands separating wetlands within a wetlands complex. It is the Association's position that the determination of protection measures and compatible land uses and development on adjacent and separating lands should be left to the local municipal planning process in order that local conditions can be taken fully into consideration.

Responding to Ministry of Housing Consultation Papers: A Housing Framework for Ontario and Government Land for Housing

AMO's response to *A Housing Framework for Ontario* states that a **housing framework for Ontario** should foremost clarify the roles and responsibilities for housing of all governments and sectors (not-for-profit and private). AMO argued that the consultation paper focuses only on clarifying the place and status of the not-for-profit sector within a housing framework. Regarding AMO's response to *Government Land for Housing*, the Association did not support the Government's preferred approach that municipalities (and their local boards), school boards and transfer payment agencies in urban areas of the Province should be subject to a statutory provincial "right of first refusal" for housing purposes. AMO recommended that further provincial-municipal consultation is required to address these issues. To date, the Ministry has not formally responded to the results of the consultations on either of the two reports.

HEALTH AND SOCIAL SERVICES

Responding to the Reports of the Premier's Council on Health Strategy and Support for the Healthy Communities Coalition

The Association reviewed the reports of the Premier's Council on Health Strategy towards informing its member municipalities of the implications for decision-making and policy formulation at the local level, and identifying the potential role of municipal governments in implementing a new vision of health and social services policy. AMO stated that, in fact, many municipalities have already been leading the way in implementing public policies supported by the Premier's Council through projects with a focus on the healthy communities concept. In this regard the Association recognized the contribution that the healthy communities initiative can make towards achieving the Council's proposed goals and public policies.

In December, 1991, the Healthy Communities Coalition submitted a proposal to the Ministry of Health for a five-year funding commitment to the Ontario Healthy Communities Project. The project is intended to stimulate and support activities of local communities and local governments in improving the quality of life and well-being of community residents. AMO communicated its support in principle for the healthy communities coalition and its funding proposal to the Province. AMO was pleased that in April 1992, the Ministry of Health approved funding for the first phase of the project.

(left) Doris Brick, Reeve, Township of Ennismore and Michael Power, Mayor, Town of Geraldton

The Long Trip to Long-Term Care Reform

In 1990, AMO responded to the Province's long-term care reform consultation paper, *Strategies for Change*. The new government decided to re-work the paper and submitted its version in October 1991, the *Redirection of Long-Term Care and Support Services in Ontario (Redirection)*. AMO's response supported the basic concept and thrust of the proposed long-term care reforms and agreed that reform is necessary to address the challenges to the current system. While AMO continued to have some concerns and comments for changes to the proposed program design, it is the proposals for **a new**

governing and administrative structure that AMO most closely examined and proposed alternatives. Since *Redirection* proposes **new** administrative structures, programs and government responsibilities AMO proposed that the reforms be examined in the context of the principles of the provincial-municipal disentanglement exercise and that long-term care reform serve as a "case study" of disentanglement principles. In its response, AMO reviewed each of the main components of service in the proposed new long-term care system and identified program design issues. The Association then applied the framework of disentanglement principles to propose roles for the municipal sector in each service component. In its response, AMO called on the Government to consult and negotiate with AMO on the role of municipalities. To date, the Government has not formally responded to the Association's position and the results of its consultations.

Responding to Proposals to Establish the Ontario Training and Adjustment Board (OTAB)

AMO, with the advice of its affiliate the Ontario Municipal Social Services Association (OMSSA), monitored the proposals for the establishment of the Ontario Training and Adjustment Board (OTAB). At its May 1992 meeting, the AMO Board of Directors endorsed OMSSA's formal response to the OTAB proposals. The key recommendations emphasize that municipal governments are committed to and supportive of a comprehensive training and employment initiative. It is argued that municipal governments with their expertise and experience in employment services and local economic development should be recognized as one of the key partners in the development of a training and employment strategy. AMO therefore recommended that if municipal governments are to be recognized as key partners in this initiative, then at a minimum municipalities should have equal ex-officio representation on the OTAB governing body. AMO also recommended that municipalities should have voting representation on the proposed twenty-two local boards which will do local planning and coordination of programs. AMO hopes to receive the Province's formal response to the Association's recommendations in the near future.

MCSS/AMO/OMSSA Implementation Committee - Back on Track

As a result of AMO's concerns about the *Back on Track* reforms implemented in the 1991 provincial budget, the Minister of Community and Social Services agreed to establish a joint MCSS/AMO/OMSSA committee which met throughout the 1991 summer months to address municipal concerns and positions. AMO acknowledged the value of this committee and that this represented the first time that input from municipalities on a formal basis has been organized on the implementation of reforms. It was a positive process in clarifying issues, and addressing municipal concerns about implementation. It has also represented a good opportunity for OMSSA and AMO to work cooperatively on issues of mutual concern.

AMO and OMSSA were able to address the ability of municipalities to move ahead on reform items by ensuring that implementation dates were seen as "starting points", thereby allowing for further analysis, work and adjustments, had input to the content of directives and information sent to municipalities, and influenced the details of some individual items implemented. Finally,

AMO and OMSSA continued to press for financial assistance to municipalities for the costs of GWA administration. The Associations were pleased that in the summer of 1991, the Minister allocated an additional $30 million dollars to support the costs of administration.

OTHER MAJOR INITIATIVES

Taking a Stand on Conflict Legislation

In December of 1991, the Ministry of Municipal Affairs released draft legislation on municipal conflict of interest, open meetings and disposal of municipal assets. Municipalities were asked to submit their comments on the proposed changes by the end of March 1992. Because of provincial delays in sending out the draft legislation to municipalities, AMO requested an extension of the response deadline. The Province agreed and extended the deadline to April 30th.

Drawing on the input from municipalities and the work of a member task force, AMO prepared a comprehensive response to the draft legislation and forwarded it to the Province. Of particular concern to AMO were the provisions surrounding the disclosure of assets and liabilities and the role of the proposed Conflict of Interest Commissioner.

As a result of comments received from AMO and others, the Province has agreed to strike a working group of provincial, municipal, school board and public utility commission representatives to review the issues raised during the consultation process and recommend solutions to the many problems that have been identified in the draft legislation. A detailed time-frame for this review has not yet been established.

Mabel Dougherty
Councillor, County of Brant
and AMO Vice-President

Constitutional Proposals and Municipalities - Response to *Shaping Canada's Future Together*

The Association stepped into the constitutional debate with its response to the federal government's proposals in *Shaping Canada's Future Together*. AMO's response was based on the understanding that this round of constitutional discussions must focus on the renewal of the Canadian federation. The governments of Canada and Ontario both contend that to achieve this renewal requires the reform of Canada's federal and provincial institutions. AMO argued that the revitalization of Canada's political institutions must include the recognition of municipalities as a third order of government - the most accessible, accountable and responsive order of government.

AMO's recommendations for the inclusion of municipalities in the renewal of Canadian political institutions is based on a proposal put forward by the Federation of Canadian Municipalities (FCM) in 1991, calling for the constitutional entrenchment of municipalities as an order of government in the *Constitution Act, 1982*. At the provincial level, the proposal would involve a more specific entrenchment of municipal powers within provincial legislation. The negotiation of the status of municipalities at the provincial level is being pursued by provincial municipal associations.

Taking Action on Drainage Issues

Due to steady pressure from the Association of Municipalities of Ontario the Ministry of Agriculture and Food is currently considering options for a review of their Land Drainage Program. The program, which consists of the Drainage Act, the Tile Drainage Act and Agricultural Tile Drainage Installation Act has long been a thorn in the side of rural municipalities in particular.

The Rural Section of AMO, through its Agriculture and Food Sub Committee in cooperation with the AMO Task Force on Planning Issues, is currently preparing a position paper on the drainage program identifying the problems and conflicts between the current program and municipal as well as farming activities surrounding land drainage.

(left) Grant Hopcroft, Controller, City of London and AMO Vice-President and Yves Drouin, Mayor, Town of Hawkesbury

Voicing Municipal Concerns about the Reform of the *Labour Relations Act*

In November, 1991, the government produced a discussion paper on options for the reform of the *Labour Relations Act*. A delegation from the Ontario Ministry of Labour made a presentation to the AMO Fiscal and Labour Policy Committee in February, 1992 to discuss the proposed changes and to solicit feedback from the committee members.

Helen Cooper, President of the Association wrote a letter to the Minister of Labour highlighting those proposed changes that would impact most significantly on municipal governments. The letter was endorsed by the AMO Executive Committee and the AMO Board of Directors. The Board also recommended that the Association forward to the Minister of Labour a resolution requesting that the Provincial government postpone any decisions regarding the proposed amendments to the *Labour Relations Act* and that a management/labour task force be struck with the purpose of determining how changes to the *Act* could be made at a more appropriate time.

On June 4, 1992, the government introduced changes to the *Act*. The Association will review the changes, provide comment, and will continue its efforts to ensure that the revised *Act* will not adversely affect municipal governments.

New Resource Centre

Although AMO's Resource Centre only officially opened in December of 1991, the phenomenal membership response to this service indicates that this resource is quickly becoming indispensable to AMO members. Resource Centre staff have answered an average of 100 complex research questions a month in the first four months since the Centre's inception, in addition to assisting AMO staff in their research activities. With its collection of reports on municipal issues, approximately 200 current professional journals, newsletters and bulletins, access to several on-line databases, as well as an extensive collection of subject files (over 3000) on a wide range of municipal issues, the Centre is quickly becoming the place to find up-to-date information on municipal affairs.

AMO Resource Centre

This impressive array of services and collections is still expanding with a view to further assisting AMO members in their efforts to increase their proficiency as municipal officials and to strengthen the quality of local government in Ontario. To that end, AMO's Resource Centre is collecting more comparative materials on all aspects of municipal government. It is also becoming involved in developing and implementing a number of programs, including survey publications, which will provide detailed information on how local governments respond to problems, challenges and opportunities. Those survey publications and reports will feature a variety of specialized information, such as provincewide compensation data, which will provide readers with an analysis of current practices and trends in local government services, functions, organization and management.

Renata Kulpa
Information Manager, AMO

Snezana Vukelic, Resolutiuons/Information Officer, AMO

Communications

The work of an association cannot be effective and cannot be complete unless there is communication with its membership. Over the past year AMO has concentrated many of its efforts on keeping member municipalities informed, particularly in the policy area, by creating new publications or expanding upon those it already provides to municipalities.

Muniscope

MUNISCOPE is the association's primary newsletter being published a total of 6 times in 1992 with a special magazine edition used to highlight the association's annual conference and 1992 tradeshow. MUNISCOPE is designed to provide readers with snapshot views of current events in the municipal legislative arena and focuses as well as on activities relating to conferences, seminars and member services.

New to Muniscope this year are two features. Viewpoint On Planning is a series of articles written by municipal experts on a variety of planning issues and Municipal Infosoures, presented by the AMO Resource Centre, represents a compilation of key and critical information sources of specific interest to those in the municipal sector.

The manner in which MUNISCOPE is designed and distributed is also new this year. Previously in tabloid format, MUNISCOPE has returned to its standard format, uses a higher grade of recycled paper and is three-hole punch for easy storage. As well Muniscope now boasts an increased circulation of 11,300, up from 8,500 the previous year, with distribution directly to the end reader.

Sharad Kerur
AMO's Director of Administration and Finance

Policy Positions

POLICY POSITIONS are executive summaries of the association's stand on a variety of major issues and provide key highlights of the information contained in related major policy reports. Each member municipality automatically receives a copy of POLICY POSITIONS with an opportunity to obtain the detailed report if desired. On less critical issues, this publication represents the association's complete stand on the issue.

Since April 1991 about 21 positions have been developed, spanning a number of different issues in the municipal fiscal, social services and environment areas.

Planning Reform Bulletin

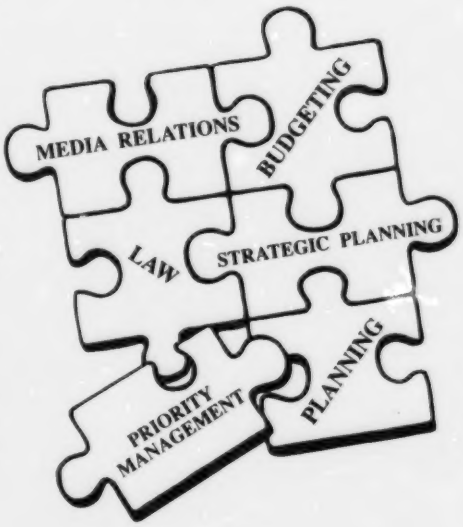
Sent monthly to municipal clerks, heads of council, MPP's and relevant ministries, the PLANNING REFORM BULLETIN provides members with updates on the activities of the Planning Task Force and the Commission on Planning and Development (Sewell Commission).

Newsbill

NEWSBILL is the association's vehicle to announce, alert and give notice to member municipalities on critical legislative and policy related developments.

Councillor Seminars

As part of the association's mission to unite Ontario's municipalities, AMO is dedicated to promoting, supporting and enhancing strong and effective municipal government. One way in which this is being accomplished this is through the education process, aimed specifically at the municipal councillor.



At the beginning of 1992, AMO held Councillor Seminars is 22 locations across Ontario continuing the tradition of holding such seminars every 3 years after each municipal election.

With the assistance of the Ontario Municipal Management Institute, the seminars touched in general on a variety of broad topic matters of interest to the municipally elected representative such as the roles and responsibilities of the councillor, municipal law, municipal finance and planning.

As part of the evaluation process for the seminars, participants were asked about further training. Based on the responses, a Councillor Development Seminar Series is being created to continue in greater detail those subjects covered in general during the orientation seminar. In the fall of 1992 the first two seminars in the series, namely budgeting and priority management, will be offered in 10 separate locations around the province.

With the elected representative being the predominant focal point, AMO believes that it can bring added value toward the fulfilment of a councillor's duties and responsibilities during his or her term on municipal council while at the same time aiding in the accomplishment of the association's overall mission.

Kathleen Hunter, AMO's Executive Director

Deloitte & Touche

Auditors' Report

The Members,
Association of Municipalities
of Ontario

We have audited the balance sheet of Association of Municipalities of Ontario as at December 31, 1991 and the statements of General and Restricted Funds, revenues and expenditures and changes in financial position for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An Audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 1991 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. In accordance with The Corporations Act (Ontario), we report that in our opinion these principles have been applied on a basis consistent with that of the preceding year.

Deloitte & Touche

Deloitte & Touche
Chartered Accountants
North York, Ontario
March 20, 1992.

Balance Sheet

As at December 31, 1991

	1991	1990
ASSETS		
CURRENT		
Cash	$ 77,200	$ 123,700
Investments (Note 3)	541,550	644,550
Accounts receivable	67,150	60,950
Prepaid expenses	121,150	29,750
Deferred free rent (Note 4)	154,150	-
	961,200	858,950
FIXED (Note 5)	183,600	67,750
	$ 1,144,800	**$ 926,700**
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 111,000	$ 143,450
Deferred revenue	122,600	107,300
Deferred rental benefit (Note 4)	57,540	-
	291,140	250,750
DEFERRED RENTAL BENEFITS (Note 4)	382,060	-
	673,200	250,750
BALANCE OF FUNDS		
GENERAL		
Retained equity	362,200	397,800
Capital expenditures	-	117,000
	362,200	514,800
RESTRICTED (Note 3)		
Education and Association Advancement (Note 6)	59,400	107,400
ROMA (Note 7)	50,000	50,000
Sick pay credits	-	3,750
	109,400	161,150
	$ 1,144,800	**$ 926,700**

APPROVED BY THE BOARD

. . . . . Director

. . . . . Director

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS

Statements of General and Restricted Funds
For the year ended December 31, 1991

	1991	1990
GENERAL FUNDS		
Retained Equity		
Balance at beginning of year	$ 397,800	$ 327,400
Excess of (expenditures over revenues) revenues over expenditures	(152,600)	70,400
Transfer from Capital Expenditures Fund	117,000	-
Balance at end of year	**$ 362,200**	**$ 397,800**
Capital Expenditures		
Balance at beginning of year	$ 117,000	$ 122,450
Transfer to Retained Equity Fund	(117,000)	-
Expenditures during the year	-	(5,450)
Balance at end of year	**$ -**	**$ 117,000**
RESTRICTED FUNDS		
Education and Association Advancement		
Balance at beginning of year	$ 107,400	$ 107,400
Transfer to deferred revenue	(48,000)	-
Balance at end of year	**$ 59,400**	**$ 107,400**
ROMA		
Balance at beginning and end of year	**$ 50,000**	**$ 50,000**
Sick Pay Credits		
Balance at beginning of year	$ 3,750	$ 3,400
Interest earned	200	350
Paid to employee	(3,950)	-
Balance at end of year	**$ -**	**$ 3,750**

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS

Statement of Revenues and Expenditures

For the year ended December 31, 1991

	1991	1990
REVENUES		
Membership fees	$ 1,164,150	$ 1,113,250
AMO conference	436,500	418,400
Rural	123,700	121,600
Grants	120,000	120,000
Special study funding	101,150	190,900
Interest	97,050	111,100
County and regional	78,600	109,000
Membership services	35,750	61,800
Sundry	15,250	36,000
Large urban	13,100	11,800
Small urban	3,050	4,150
TOTAL REVENUES	2,188,300	2,298,000
EXPENDITURES		
General	1,608,570	1,455,750
AMO conferences	199,150	243,150
Membership services	145,750	26,250
Rural	143,600	136,950
Special study	101,150	190,900
County and regional	60,400	85,350
Depreciation	43,680	48,550
Small urban	16,000	16,000
Large urban	14,850	17,500
Northern Ontario	7,750	7,200
TOTAL EXPENDITURES	2,340,900	2,227,600
EXCESS OF (EXPENDITURES OVER REVENUES) REVENUES OVER EXPENDITURES	**$ (152,600)**	**$ 70,400**

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS

Statement of Changes in Financial Position

For the year ended December 31, 1991

	1991	1990
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Excess of (expenditures over revenues) revenues over expenditures	$ (152,600)	$ 70,400
Add non-cash item not affecting operations		
Depreciation	43,680	48,550
CHANGE IN NON-CASH WORKING CAPITAL ITEMS AND FUNDS	118,950	80,150
	10,030	199,100
FINANCING ACTIVITY		
Purchase of fixed assets	(159,530)	(27,950)
DECREASE IN CASH AND INVESTMENTS DURING THE YEAR	(149,500)	171,150
CASH AND INVESTMENTS AT BEGINNING OF YEAR	768,250	597,100
CASH AND INVESTMENTS AT END OF YEAR	**$ 618,750**	**$ 768,250**

Notes to Financial Statements

December 31, 1991

1. NATURE OF ORGANIZATION

The Association of municipalities of Ontario (AMO) is a not-for-profit organization that was incorporated under Letters Patent On May 11, 1990 under The Corporations Act (Ontario) without share capital. Previously the organization operated as an unincorporated association.

2. SIGNIFICANT ACCOUNTING POLICIES

A. Depreciation

Fixed assets are recorded at cost and are depreciated over their estimated useful lives on a straight line basis:

Computer software and hardware	-	3 1/2 and 5 years
Photocopier	-	5 years
Furniture and fixtures	-	5 years

B. Investments

Investments are recorded at the lower of cost and market value.

Notes to Financial Statements
December 31, 1991

C. Deferred rental benefit

The deferred rental benefits for leasehold improvements and cash inducements are being amortized on a straight-line basis over the term of the lease.

D. Deferred revenue

Deferred revenue represents prepaid memberships by members.

3. INVESTMENTS

Investments in term deposits and other marketable securities have been restricted for the following funds:

	1991	1990
Education and Association Advancement (Note 6)	$ 59,400	$ 107,400
ROMA Funds (Note 7)	50,000	50,000
Sick Pay Credits	-	3,750
	$ 109,400	**$ 161,150**

4. DEFERRED FREE RENT AND RENTAL BENEFIT

During the year, the Association entered into a new lease for its office premises and received lease inducements in the form of cash and free rent in the amount of $478,005. As at December 31, 1991, there are six months of free rent remaining. The short term portion of the deferred rental is as follows:

Deferred rental benefit	$ 478,005
Less: accumulated amortization	38,405
	439,600
Less: current portion	57,540
	$ 382,060

The Association is committed to minimum lease payments in respect of its office premises as follows:

1992	$ 31,000
1993	185,000
1994	185,000
1995	185,000
1996	253,000
Subsequent	1,071,000
	$ 1,910,000

Notes to Financial Statements
December 31, 1991

5. FIXED ASSETS

	1991			1990
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Computer software and hardware	$ 180,250	$ 115,700	$ 64,550	$ 33,600
Photocopier	74,250	59,400	14,850	29,650
Furniture & Fixtures	118,250	14,050	104,200	4,500
	$ 372,750	**$ 189,150**	**$ 183,600**	**$ 67,750**

6. EDUCATION AND ASSOCIATION ADVANCEMENT FUND

The Education and Association Advancement Fund represents excess revenue from the 1986 and 1989 New Councillor Seminars administered by the Association in conjunction with the Ministry of Municipal Affairs. The funds have been retained by the Association for future educational seminars, programs or similar services for AMO membership, subject to the Association submitting a plan to the Ministry of Municipal Affairs for the use of the funds.

7. ROMA FUNDS

In accordance with the Memorandum of Agreement forming the Association, the Reserve for ROMA funds has been established to provide guaranteed access by the Rural Section of the Association to funds in the amount of $50,000. The Association has guaranteed an annual rate of return on the funds based on the rate applicable to one-year Guaranteed Investment Certificates. The Rural Section may realize all or part of these funds upon sixty days notice. The interest earned on the fund may be used by the Association in its general operations for rural activities.

8. RETIREMENT PAYMENT

Included in general operating expenses is a retirement payment of $104,070 (1990-$143,000) to the former executive director.

9. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to conform to the current year's presentation.

AMO Committees, Task Forces and Appointments

1991-1992 Board of Directors

Executive Committee

President
Helen Cooper, Mayor, City of Kingston

Administrative Vice-President
Keith Ward, Director of Policy and Development, Peel Non-Profit Housing, Regional Municipality of Peel

First Vice-President
Joe Mavrinac, Mayor, Town of Kirkland Lake

Vice-Presidents
Michael Bradley, Mayor, City of Sarnia
Mabel Dougherty, Councillor, County of Brant
Grant Hopcroft, Controller, City of London
Howard Moscoe, Councillor, Municipality of Metropolitan Toronto
Robert Small, Chief Administrative Officer, Town of Lindsay

Immediate Past President
John Harrison, Councillor, Township of Delhi

Immediate Past Administrative Vice-President
David Hipgrave, Executive Director, Chairman's Office, Municipality of Metropolitan Toronto

Section Appointments

County and Regional Section
Milt Bellamy, Councillor, County of Grey
Maurice Lamoureux, Councillor, Regional Municipality of Sudbury
Bob Foulds, Chief Administrative Officer, County of Kent
Jack Morris, Councillor, County of Essex

Large Urban Section
Linda Dionne, Councillor, Regional Municipality of Durham
Don Carter, Alderman, City of Burlington
Brian Turnbull, Mayor, City of Waterloo
Liz Behrens, Councillor, Town of Oakville

Northern Ontario Section
Garry Norris, Councillor, Town of Jaffray Melick
Frank Manzo, Alderman, City of Sault Ste. Marie
Eric Rutherford, Reeve, Township of Beardmore
Tom Farquhar, Reeve, Township of Carnarvon

Rural Section
Jim Wales, Reeve, Township of Tosorontio
Ernie Hardeman, Mayor, Township of South-West Oxford
Tom Cunningham, Councillor, County of Huron
Al Bouwers, Mayor, Township of Osgoode

Small Urban Section
Charles Caldwell, Mayor, Town of New Liskeard
Joyce Moore, Alderman, City of Pembroke
Bill Mickle, Reeve, Town of Exeter
Don Huggins, Chief Administrative Officer

Members-at-Large
Roger Anderson, Councillor, Town of Ajax
Grant Armstrong, Commissioner of Human Resources, City of Nepean
Peter Atcheson, Director of Planning, City of Brantford
Paul Ayotte, Alderman, City of Peterborough
Sheila Barnhardt, City Treasurer, City of Port Colborne
Lou Battochio, Councillor, City of Timmins
Peter Black, Councillor, Town of Simcoe
Pierrette Blok, Reeve, Township of Black River-Matheson
Doris Brick, Reeve, Township of Ennismore
David Caldwell, Deputy-Reeve, Township of Oro
Scott Cavalier, Councillor, Municipality of Metropolitan Toronto
David Court, Director of Social Services, District of Algoma
John DeSanto, Manager of Tax Arrears and Collections, City of Toronto
Michael Dietsch, Lord Mayor, Town of Niagara-on-the-Lake
Yves Drouin, Mayor, Town of Hawkesbury
Mary Fleming, Alderman, City of Kingston
Joyce Foster, Chief Administrative Officer/Clerk-Treasurer, Town of Gore Bay
Eric Gam, Executive Director, Administrative Services Division, Community Services Department, Municipality of Metropolitan Toronto
Norm Gamble, Chief Administrative Officer, County of Grey
Jack Gartley, Commissioner of Finance and Treasurer, Regional Municipality of Durham
James Gubinczki, Treasurer and Tax Collector, City of St. Thomas
Don Huggins, Chief Administrative Officer, Township of Delhi
Leonard Hunt, City Administrator and Clerk, City of Port Colborne
Allan Jackson, Chief Administrative Officer, City of Sault Ste. Marie
Larry Kotseff, Chief Administrative Officer, Town of Newcastle
Ethel LaValley, Reeve, Township of Airy

Norman Lemke, Director of Human Resources, County of Renfrew
Kay Manderville, Councillor, City of Belleville
Rob Maxwell, Councillor, City of Toronto
Hazel McCallion, Mayor, City of Mississauga
David McComb, Councillor, City of Owen Sound
Donald McDonald, Counties Engineer, United Counties of Stormont, Dundas & Glengarry
Ann Mulvale, Mayor, Town of Oakville
Terry Mundell, Councillor, County of Wellington
Marc Neeb, Director of Administration, City of Mississauga
Merle Nicholds, Mayor, City of Kanata
Frank O'Hagan, Councillor, City of North Bay
Eileen Palmer, Mayor, Town of Goderich
Douglas Paterson, Director of Human Resources, City of Kitchener
Roy Pennington, Councillor, County of Bruce
Jean-Pierre Pierre, Mayor, Town of Rockland
Arthur Pope, Commissioner of Social Services, Regional Municipality of Ottawa-Carleton
Michael Power, Mayor, Town of Geraldton
Marna Ramsden, Director of Children's Services Division, Municipality of Metropolitan Toronto
Dave Robinson, City Engineer, City of North Bay
Ken Sadler, City Clerk, City of London
Michael Sanzosti, Councillor, City of Sault Ste. Marie
Bruce Sinclair, Mayor, City of Etobicoke
George Skirda, Regional Treasurer, Regional Municipality of Sudbury
Mike Trojan, Treasurer/Director of Finance, Regional Municipality of Niagara
Kelvin Winkler, Mayor, Town of Kenora
Catherine Wisenberg, Councillor, Town of Westminster
Andy Woodburn, Alderman, City of Brantford

Section Executive Committees

County And Regional Section

Chairperson
Milt Bellamy, Councillor, County of Grey

First Vice-Chairperson
Maurice Lamoureux, Councillor, Regional Municipality of Sudbury

Second Vice-Chairperson
Jack Morris, Councillor, County of Essex

Immediate Past Chairperson
Bob Foulds, Chief Administrative Officer, County of Kent

Members
Dennis Carmody, Warden, County of Renfrew
Harry Danford, Councillor, County of Hastings
Ken Seiling, Chairman, Regional Municipality of Waterloo
Gary Cousins, Director of Planning and Development, County of Wellington
Nigel Bellchamber, Chief Administrative Officer, County of Huron
Peter Pomeroy, Regional Chairman, Regional Municipality of Halton
Mary Jane Marsh, Councillor, County of Lambton
Charles Sangster, Councillor, United Counties of Stormont, Dundas and Glengarry
Richard Bolton, Councillor, County of Middlesex
Marian Millman, Councillor, County of Elgin

Large Urban Section

Chairperson
Linda Dionne, Councillor, Regional Municipality of Durham

First Vice-Chairperson
Don Carter, Alderman, City of Burlington

Second Vice-Chairperson
Liz Behrens, Councillor, Town of Oakville

Immediate Past Chairperson
Brian Turnbull, Mayor, City of Waterloo

Members
Jack Burghardt, Deputy Mayor, City of London
Tom McKay, Chief Administrative Officer, City of Kitchener
Jack Smylie, Councillor, City of North Bay
Gary Bennett, Alderman, City of Kingston
Martin Silva, Councillor, City of Toronto
Fiona Faucher, Regional Councillor, City of Gloucester
Frank Faubert, Councillor, City of Scarborough
Dominic Agostino, Alderman, City of Hamilton
Peter Atcheson, Planning Director, City of Brantford
Gino Rosati, Regional Councillor, City of Vaughan

Northern Ontario Section

Chairperson
Garry Norris, Councillor, Town of Jaffray Melick

First Vice Chairperson
Frank Manzo, Alderman, City of Sault Ste. Marie

Immediate Past Chairperson
Pierrette Blok, Reeve, Black River-Matheson

Members
Kelvin Winkler, Mayor, Town of Kenora
Phyllis Floyd, Executive Secretary, FONOM
Richard Lyons, Executive Director, NOMA
Tom Farquhar, Reeve, Township of Carnarvon
Eric Rutherford, Reeve, Township of Beardmore

Rural Section

Chairperson
James Wales, Reeve, Township of Tosorontio

First Vice-Chairperson
Ernie Hardeman, Mayor, Township of Southwest Oxford

Second Vice-Chairperson
Al Bouwers, Mayor, Township of Osgoode

Immediate Past Chairperson
Tom Cunningham, Councillor, County of Huron

Executive Secretary
Ken Rose

Members
Charlotte Clay-Ireland, Reeve, Township of Hamilton
Michael DeCaen, Mayor, Town of Sturgeon Falls
Ron Hamilton, Deputy-Reeve, County of Hastings
Al Pelletier, Clerk, County of Simcoe
Gerald Shortt, Councillor, County of Grey
Ewart Simms, Reeve, Township of Mountain
Fred Thomas, Councillor, County of Lambton
Albert Guiler, Clerk/Treasurer, Township of Wainfleet
Jim Lowry, Deputy Reeve, Township of Ramsay
Jack McLachlan, Clerk/Treasurer, Township of Tuckersmith

Small Urban Section

Chairperson
Charles Caldwell, Mayor, Town of New Liskeard

First Vice-Chairperson
Joyce Moore, Alderman, City of Pembroke

Second Vice-Chairperson
Donald Huggins, Chief Administrative Officer, Township of Delhi

Immediate Past Chairperson
Bill Mickle, Reeve, Town of Exeter

Executive Secretary
Brian Baxter, Chief Administrative Officer, Town of Cobourg

Members
Jack Bawcutt, Mayor, Town of Paris
Lucien Berniquez, Reeve, Town of Hawkesbury
Bert Johnson, Mayor, Town of Listowel
David Low, Administrator, Town of Ajax
Doreen McLinchey, Mayor, Town of Parkhill
Sterling Zeran, Clerk, Town of New Tecumseth
Maurice Jenkins, Councillor, Town of Goderich
Ray Parks, Alderman, City of St. Thomas
Al Brubacher, Administrative-Clerk-Treasurer, Town of Mount Forest
Ted Blowes, City of Stratford
Tom Crowe, Reeve, Town of Lindsay
Dave Hunt, Mayor, City of Stratford
Gary Shay, Chief Administrative Officer, City of Trenton
George Timpson, Councillor, Town of Aurora

AMO Committees

Finance and Budget Committee

Chairperson
Keith Ward, Director, Policy and Development, Peel Non-Profit Housing, Regional Municipality of Peel

Members
Helen Cooper, Mayor, City of Kingston
Robert Small, Chief Administrative Officer, Town of Lindsay
Kathleen Hunter, Executive Director, Association of Municipalities of Ontario
Sharad Kerur, Director, Administration and Finance, Association of Municipalities of Ontario

Conferences Committee

Chairperson
Robert Small, Chief Administrative Officer, Town of Lindsay

Members
Jim Wales, Reeve, Township of Tosorontio
Ken Sadler, City Clerk, City of London
Bob Foulds, Chief Administrative Officer, County of Kent
Charles Caldwell, Mayor, Town of New Liskeard

Environmental Policy Committee

Chairperson
Michael Bradley, Mayor, City of Sarnia

Vice-Chairperson
Gary Cousins, Director of Planning and Development, County of Wellington

Members
Harry Danford, Councillor, County of Hastings
Dawn Erskine, Councillor, City of London
Lorna Graham, Reeve, Township of Camden
David Hall, City Administrator, City of Peterborough
Dave Hunt, Mayor, City of Stratford
Joan King, Councillor, Municipality of Metro Toronto
Don Markle, Commissioner of Public Works, Regional Municipality of Peel
Terry Mundell, Councillor, County of Wellington
Ann Mulvale, Mayor, Town of Oakville
Frank O'Hagan, Alderman, City of North Bay
Lou Romano, Director of Pollution Control, City of Windsor
Gerald Shortt, Councillor, County of Grey
Martin Silva, Councillor, City of Toronto
David Smith, Waste Management Engineer, City of St. Catharines
Jack Smylie, Alderman, City of North Bay
Joan Sutherland, County Councillor, Town of New Tecumseth
Les Tervit, Administrator, Town of Listowel
Judy Wilson, Director of Solid Waste, Environment Services Department, Regional Municipality of Ottawa-Carleton
Kelvin Winkler, Mayor, Town of Kenora

Observers
Alf Gretzinger, City Engineer, City of Brantford
Cynthia Hyland, Executive Assistant,Association of Municipal Recycling Co-ordinators
Brenda Naylor, Project Manager, Energy Pathways Inc.

Fiscal and Labour Policy Committee

Chairperson
Grant Hopcroft, Controller, City of London

Vice-Chairperson
Bob Letourneau, Commissioner of Finance, City of Nepean

Members
Louise Eason, Treasurer & Commissioner of Finance, Regional Municipality of Peel
Michael Fenn, City Manager, City of Burlington
Eric Gam, Executive Director, Administrative Services Division, Community Services Department, Municipality of Metropolitan Toronto
Rosanna Scotti, Director of Corporate Planning Division, CAO Office, Municipality of Metropolitan Toronto
George Skirda, Regional Treasurer, Region of Sudbury
Paul Ayotte, Alderman, City of Peterborough
Liz Behrens, Regional Councillor, Town of Oakville
Keith Bishop, c/o Finance Department, Regional Municipality of Peel
Harold Downs, Mayor, Town of Tecumseh
Tim Jones, Councillor, Town of Aurora
Katie McCann, Councillor, Town of Bracebridge
Cecil Wilson, Reeve, Township of Chapple
Grant Armstrong, Commissioner of Human Resources, City of Nepean
Gene Kiviaho, Manager of Human Resources, City of Cornwall
Norm Lemke, Personnel Director, County of Renfrew
Bert Johnson, Mayor, Town of Listowel
Jay Aspin, Alderman, City of North Bay
Jack Morris, Councillor, County of Essex
Michael DeCaen, Mayor, Town of Sturgeon Falls
Gino Rosati, Regional Councillor, City of Vaughan

Health & Social Development Committee

Chairperson
Mabel Dougherty, Councillor, County of Brant

Vice-Chairperson
Mark Mieto, Regional Director of Health & Social Services, Regional Municipality of Sudbury

Members
Lou Battochio, Alderman, City of Timmins
Tom Crowe, Reeve, Town of Lindsay
Gary Eagleson, Councillor, Township of Stephen
Fiona Faucher, Councillor, City of Gloucester
Doris Haist, Commissioner, Recreation & Culture, City of Vaughan
Philip Johnston, Commissioner of Social Services, Regional Municipality of Waterloo
Marcel Labbe, Councillor, Town of Sturgeon Falls
Bill Logan, Councillor, Regional Municipality of Halton
Marian Millman, Councillor, County of Elgin
Janice Mills, Administrator, John Noble Home, City of Brantford
Art Pope, Commissioner of Social Services, Regional Municipality of Ottawa-Carleton
Marna Ramsden, Director of Children's Services Division, Municipality of Metro Toronto
Jean Robbins, Clerk-Treasurer, McDonald Township

Tony Suprun, Commissioner of Social Services, Regional Municipality of Haldimand-Norfolk
Fred Thomas, Councillor, County of Lambton
Catherine Wisenberg, Councillor, Town of Westminster
Paul Yorke, Councillor, City of London

Observer
Deborah Dubenofsky, Policy Development Co-ordinator, OMSSA

Nominating Committee

Members
Helen Cooper, Mayor, City of Kingston
Keith Ward, Director of Policy and Development, Peel Non-Profit Housing, Regional Municipality of Peel
David Hipgrave, Executive Director (Chairman's Office) Municipality of Metropolitan Toronto
Milt Bellamy, Councillor, County of Grey
Tom Cunningham, Councillor, County of Huron

Resolutions Committee

Chairperson
Howard Moscoe, Councillor, Municipality of Metropolitan Toronto

First Vice-Chairperson
Norm Gamble, Chief Administrative Officer, County of Grey

Second Vice-Chairperson
Ken Sadler, City Clerk, City of London

Immediate Past Chairperson
Jim Wales, Reeve, Township of Tosorontio

Members
Pierrette Blok, Reeve, Township of Black River-Matheson
Dennis Carmody, Councillor, County of Renfrew
Kay Manderville, Alderman, City of Belleville
Roy Pennington, Councillor, County of Bruce
Eric Rutherford, Reeve, Township of Beardmore
Milt Sather, Chief Administrator, City of Guelph
Robert Small, Chief Administrative Officer, Town of Lindsay
John Trudgen, Clerk Treasurer, Town of Forest
David McComb, Councillor, City of Owen Sound
Tom Cunningham, Councillor, County of Huron
Roger Anderson, Councillor, Town of Ajax
Linda Dionne, Councillor, Regional Municipality of Durham
Maurice Jenkins, Councillor, Town of Goderich
Al Bouwers, Mayor, Township of Osgoode
Julie Sparrow, Councillor, Town of Marathon
Lorraine Bergstrand, Regional Councillor, Township of Dunnville
John Irwin, Councillor, Township of Moore
Ernie Hardeman, Mayor, Township of Southwest Oxford
Eileen Palmer, Mayor, Town of Goderich

Volunteer Committee

Chairperson
John Harrison, Councillor, Township of Delhi

Members
Bob Foulds, Chief Administrative Officer, County of Kent
Bill Mickle, Reeve, Town of Exeter
Al Bouwers, Mayor, Township of Osgoode
Liz Behrens, Regional Councillor, Town of Oakville
Robert Small, Chief Administrative Officer, Town of Lindsay

AMO Task Forces

Conflict of Interest Task Force
John Harrison, Councillor, Township of Delhi
Robert Small, Chief Administrative Officer, Town of Lindsay
Rick O'Connor, Solicitor, Legal Department, Regional Municipality of Ottawa-Carleton
Lila Cyr, Councillor, Town of Blind River
Bill Norris, Clerk, Town of Orangeville
Mary Jane Marsh, Councillor, County of Lambton
Ray Parks , Alderman, City of St. Thomas
Ron Hamilton, Deputy-Reeve, Township of Sidney

Development Charges Task Force
Grant Hopcroft, Controller, City of London
Joe Rinaldo, Commissioner of Finance and Treasurer, Regional Municipality of Halton
Carmen Gucciardi, Planner, Planning and Development Department, City of Mississauga
Glen Ford, Deputy Treasurer and Director of Finance and Systems, City of Nepean

Housing Task Force
Robert Brown, Councillor, City of Waterloo
Marni Cappe, Manager, Housing Policy, Regional Municipality of Ottawa-Carleton
Jim Coughlin, Director of Planning, City of St. Catharines
Bruce Curtis, Planning Administrator, City of London
Terry Kingsmill, Housing Analyst, Regional Municipality of Peel
Howard Moscoe, Councillor, Municipality of Metropolitan Toronto

James O'Brien, Director of Development Law, Regional Municipality of Ottawa-Carleton
John Robinson, Co-ordinator of Housing Loans, City of Hamilton
Vykki Silzer, Senior Planner, City of Toronto
Keith Ward, Director, Policy and Development, Peel Non-Profit Housing, Regional Municipality of Peel
Wendy Wright, Commissioner of Planning, City of Cambridge

Long-Term Care Task Force

Mabel Dougherty, Councillor, County of Brant
Bonnie Ewart, Commissioner of Social Services, Regional Municipality of Halton
Mark Mieto, Regional Director of Health and Social Services, Regional Municipality of Sudbury
Janice Mills, Administrator, John Noble Home, County of Brant (OANHSS)
Paul Yorke, Councillor, City of London
Roy Adams, Councillor, Regional Municipality of Niagara

Planning Task Force

Peter Atcheson, Planning Director, City of Brantford
Gary Cousins, Director of Planning and Development, County of Wellington
Nancy Cunningham, Mayor, Town of Parry Sound
Dan Dell, Councillor, Township of Hope
Rupert Dobbin, Director of Planning and Urban Renewal, City of Kingston
Bill Glennie, Councillor, Town of Bracebridge
Howard Greig, Reeve, Township of Sullivan
Ernie Hardeman, Mayor, Township of Southwest Oxford
John Hastings, Councillor, City of Etobicoke
Richard Hundey, Chief Administrative Officer, Town of Exeter
Heather Konefat, Assistant Planning Director, Town of Caledon
Stan McCormack, Councillor, Township of Mariposa
Tom McKay, Chief Administrative Officer, City of Kitchener
Terry Mundell, Councillor, County of Wellington
James L. O'Brien, Director of Development Law, Regional Municipality of Ottawa-Carleton
Peter Pomeroy, Regional Chairman, Regional Municipality of Halton
Michael Power, Mayor, Town of Geraldton
Steve Sajatovic, Director of Planning and Development, City of North Bay
Nick Tunnacliffe, Commissioner of Planning, Regional Municipality of Ottawa-Carleton
Gary Williams, Councillor, City of London
Wendy Wright, Commissioner of Planning, City of Cambridge

Sewer & Water Task Force

Lou Romano, Director, Pollution Control, City of Windsor
Terry Mundell, Councillor, County of Wellington
Russ Kemp, Director, Accounting & Utility Finance, Regional Municipality of Peel
Ken Seiling, Regional Chairman, Regional Municipality of Waterloo
Hugh Thomas, City Manager, City of Chatham
Dave Birkett, Director of Budget & Finance, Regional Municipality of Halton
Brian Doherty, Director of Waterworks, Scarborough Public Utilities Commission
Michael Skora, Policy Analyst, Water & Sewer Department, Regional Municipality of Halton
Todd MacDonald, Senior Policy Analyst, Regional Municipality of Peel
Bob Richards, Deputy Chief Administrator Officer, Municipality of Metropolitan Toronto

Wetlands Task Force

Tom Cunningham, Councillor, County of Huron
Al Pelletier, Clerk, County of Simcoe
Gary Cousins, Director of Planning, County of Wellington
Eldon Bell, Reeve, Town of Stayner

DISENTANGLEMENT

Disentanglement Steering Committee

Co-Chairperson
John Harrison, Councillor, Township of Delhi

Helen Cooper, Mayor, City of Kingston
Joe Mavrinac, Mayor, Town of Kirkland Lake
Mabel Dougherty, Reeve, Township of Onondaga
Scott Cavalier, Councillor, Municipality of Metro Toronto
Ken Seiling, Regional Chairman, Regional Municipality of Waterloo

Disentanglement Coordinating Committee

Co-Chairperson
Bob Foulds, Chief Administrative Officer, County of Kent

David Hipgrave, Executive Director, Chairman's Office, Municipality of Metropolitan Toronto
Michael Garrett, Chief Administrative Officer, Regional Municipality of Peel
Jim Pine, Chief Administrative Officer, Township of Sidney
Bill Rice, Chief Commissioner, City of Sudbury
Richard Fiebig, City Treasurer, City of Kingston

Municipal Police Services Budgets Expert Panel

Co-Chairperson
Cheryl Lowe, Commissioner of Human Resources, Regional Municipality of Waterloo

Maurice Engels, Chief Administrative Officer, City of London
Robert Johnstone, Treasurer, Treasury Department, Regional Municipality of Haldimand-Norfolk
Joanne Ralko, Deputy Clerk, Town of Kenora

Expert Panel on Property Assessment Services

Co-Chairperson
Gary Shay, Chief Administrative Officer, City of Trenton

Fred Bauthus, Chief Administrative Officer, City of Elliot Lake
Lloyd Turbitt, Assessment Review Officer, Town of Oakville

Workforce Impact Committee

John Fleming, Chief Administrative Officer, Regional Municipality of Halton
David Szwarc, Director of Social Assistance, Regional Municipality of Peel

Expert Panel - General Welfare

Co-Chairperson
Phil Johnston, Commissioner of Social Services, Regional Municipality of Waterloo

David Court, Director, Algoma District Social Services, District of Algoma
Don MacLellan, Welfare Administrator, County of Essex

Expert Panel - Roads

Jeff Seaton, County Engineer, County of Victoria
Ross Mitchell, Clerk-Administrator, Town of Marathon
Mike Sheflin, Acting Chief Administrative Officer, Regional Municipality of Ottawa-Carleton
Paul Mitcham, Commissioner of Works, City of Etobicoke

Expert Panel - Transit

Al Leach, TTC General Manager, Municipality of Metropolitan Toronto
John Bonsall, General Manager, Ottawa-Transit, Regional Municipality of Ottawa-Carleton
Peter Wagland, Deputy Town Manager, Town of Oakville

AMO Appointments to Provincial Committees

Ministry of Agriculture and Food

Joint Working Group on Agricultural Land Use
Ron Hamilton, Deputy-Reeve, Township of Sydney

Ministry of Community and Social Services

Tri-Party Committee on Back on Track
Roy Adams, Councillor, Regional Municipality of Niagara
Bob Gray, Reeve, Township of Chisholm
Phil Johnston, Commissioner of Social Services, Regional Municipality of Waterloo

Advisory Group on New Social Assistance Legislation - Delivery and Funding Project Team
Mark Mieto, Regional Director of Health and Social Services, Regional Municipality of Sudbury

Ministry of Culture and Communications

Heritage Advisory Committee
Kay Manderville, Councillor, City of Belleville

Ministry of the Environment

Environmental Assessment Advisory Committee
Nick Tunnacliffe, Planning Commissioner, Regional Municipality of Ottawa-Carleton

Environnmental Bill of Rights Advisory Group
Patrick McLaughlin, Councillor, Regional Municipality of Halton

Ontario Round Table on the Environment and Economy
Sylvia Sutherland, Mayor, City of Peterborough

Ontario Round Table on the Environment and Economy - Urban Development and Commerce Task Force
Helen Cooper, Mayor, City of Kingston

Ontario Scrap Tire Task Force
W.J. Polhill, Councillor, City of London
Robert Davies, Director of Roads, Regional Municipality of Haldimand-Norfolk

Ontario Municipal 3R Infrastructure Task Force
Linda Varangu, Executive Director, Association of Municipal Recycling Co-ordinators
Glen Williams, Manager, Waste Reduction, Regional Municipality of Peel

MISA Advisory Committee
Ann Mulvale, Mayor, Town of Oakville
Trevor Lewis, Engineer, Town of Lindsay

Municipal Waste Management Full Cost Accounting Model - Model Prototype
Rob Hatton, Financial Policy Analyst, Regional Municipality of Peel

National Packaging Protocol Infrastructure Committee
David Smith, Waste Management Engineer, City of St. Catharines

Waste Reduction Working Groups on Waste Reduction
Judy Wilson, Manager of Special Projects, Regional Municipality of Ottawa-Carleton
Dick Moskal, Manager of Master Plan Policy and Promotion, Regional Municipality of Peel
Harry Danford, Councillor, County of Hastings
Gary Cousins, Director of Planning, County of Wellington
Walter Scudds, Reeve, Village of Hastings
David Smith, Waste Management Engineer, City of St. Catharines
Jack Smylie, Alderman, City of North Bay
Ivan Bateman, Solid Waste Co-ordinator, City of Peterborough
Al David, Waste Management Co-ordinator, County of Kent
Art Mercer, Waste Reduction Co-ordinator, Regional Municipality of Halton
Ed Martin, Waste Management Co-ordinator, Regional Municipality of Haldimand-Norfolk

Ministry of Labour

Fire Fighters Advisory Committee
Ron Horrocks, Ottawa Fire Department
Bob Huskinson, City of Brockville

Provincial Joint Steering Committee on Hazardous Substances in the Workplace
Kirby James, Supervisor, Occupational Hygiene, Municipality of Metropolitan Toronto

Employers Co-ordinating Group
Kirby James, Supervisor, Occupational Hygiene, Municipality of Metropolitan Toronto

Ministry of Municipal Affairs

Infrastructure Financing Committee
David Hipgrave, Executive Director, Chairman's Office, Municipality of Metropolitan Toronto
Chuck Wills, Treasurer, City of Windsor
Alan Ross, Director of Financial Management, City of Mississauga
Jim Schaefer, Treasurer, City of Waterloo

Joint AMO/Union/MMA/Labour/Management Relations Committee
Helen Cooper, Mayor, City of Kingston
Grant Hopcoft, Controller, City of London

Ministry of Natural Resources

Provincial Water Efficiency Strategy Group
Brian Doherty, Director of Waterworks, Scarborough Public Utilities Commission

Ministry of the Solicitor General

Committee on Police and Public Safety
Hugh J. Thomas, City Manager, City of Chatham

Trees Act Advisory Committee
Al Pelletier, Clerk, County of Simcoe
Brian Baxter, Chief Administrative Officer, Town of Cobourg
Jack Morris, Councillor, County of Essex
Michael Johnson, Chief Administrative Officer, County of Renfrew
Brian Turnbull, Mayor, City of Waterloo
Lorna Jackson, Mayor, Town of Vaughan
Jim Slumskie, Reeve, Township of St. Joseph

Ministry of Treasury and Economics

Fair Tax Commission - Low Income Tax Relief Working Group
Mona Monkman, Manager, Financial Planning and Budgets, City of Mississauga

Fair Tax Commission - Property Tax Working Group - Municipal Panel
Ken Brooks, Councillor, Town of Wallaceburg
Liz Behrens, Regional Councillor, Town of Oakville
Wendy Bell, Mayor, Town of Marathon
Doris Brick, Reeve, Township of Ennismore
Charles Caldwell, Mayor, Town of New Liskeard
Grant Hopcroft, Controller, City of London
Bob Richards, Deputy Chief Administrative Officer, Municipality of Metropolitan Toronto

AMO Appointments to Federal Committees

CMHC Seniors Advisory Committee
Terry Kingsmill, Housing Analyst, Regional Municipality of Peel

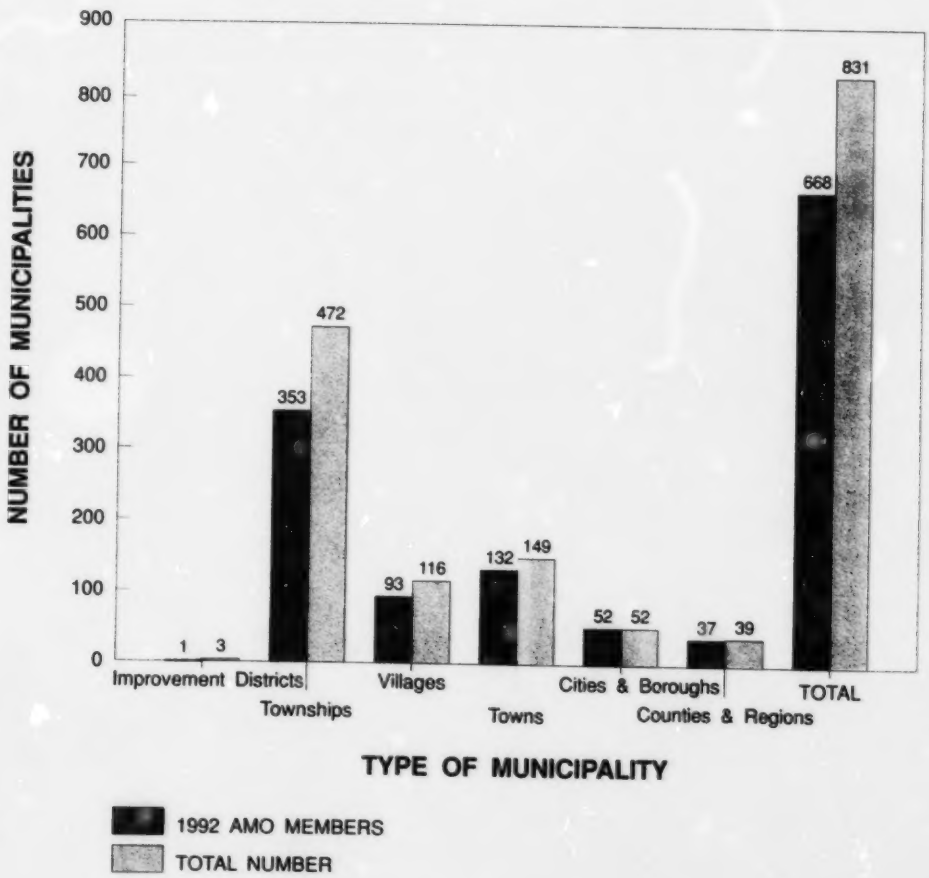
AMO Staff

Kathleen Hunter, Executive Director
Sharad Kerur, Director, Administration and Finance
Doug Raven, Director, Policy and Legislative Services
Evelyn Ruppert, Senior Policy Analyst
Charlotte MacFarlane, Policy Analyst
Frances Pace, Policy Analyst
Michael Suski, Interim Policy Assistant
Claire Marchand, Co-ordinator of Section Services
Corinne Clark, Finance Officer
Renata Kulpa, Information Manager
Snezana Vukelic, Resolutions - Information Officer
Gwen Rideout, Accounting Clerk/Office Co-ordinator
Lilian Cheung, Secretary to Director of Policy and Legislative Services
Carleen Newland, Secretary to Director of Administration and Finance
Maria Pontes, Secretary to Policy
Laura Wong, Secretary to Policy
Barbara Joy, Administrative Assistant
Natasha Prior, Receptionist

AMO Membership Profile - 1992

Although the recession has generally had a negative impact on association memberships, AMO's 1992 membership has continued to remain strong at 668 municipalities representing 80% of Ontario's 831 municipalities. This provides a positive signal that municipalities continue to see their membership in AMO as being vital, perhaps even moreso during these difficult economic times.

The chart below shows the breakdown of membership according to the type of municipality. Not included in the total of 668 municipalities but just as important are AMO's other members - namely its 8 affiliate, 5 district and 10 associate members.



AMO Membership Roster - 1992

A

ADELAIDE, Township of
ADMASTON, Township of
AILSA CRAIG, Village of
AIRY, Township of
AJAX, Town of
ALDBOROUGH, Township of
ALFRED, Township of
ALMONTE, Town of
ALNWICK, Township of
ALVINSTON, Village of
AMARANTH, Township of
AMHERSTBURG, Town of
ANCASTER, Town of
ANSON, HINDON & MINDEN, Township of
ARKONA, Village of
ARMSTRONG, Township of
ARNPRIOR, Town of
ARRAN, Township of
ARTHUR, Township of
ARTHUR, Village of
ASHFIELD, Township of
ASPHODEL, Township of
ATHENS, Village of
ATIKOKAN, Township of
AUGUSTA, Township of
AYLMER, Town of

B

BAGOT & BLYTHFIELD, Township of
BANGOR, WICKLOW AND MCCLURE, Township of
BARCLAY, Township of
BARRIE, City of
BARRIE, Township of
BARRY'S BAY, Village of
BATH, Village of
BATHURST, Township of
BAYFIELD, Village of
BAYHAM, Township of
BEACHBURG, Village of
BEARDMORE, Township of
BECKWITH, Township of
BEDFORD, Township of
BELLE RIVER, Town of
BELLEVILLE, City of
BELMONT, Village of
BELMONT & METHUEN, Township of
BENTINCK, Township of
BEXLEY, Township of
BICROFT, Township of
BIDDULPH, Township of
BLACK RIVER-MATHESON, Township of
BLANDFORD-BLENHEIM, Township of
BLANSHARD, Township of
BLENHEIM, Town of
BLIND RIVER, Town of
BLOOMFIELD, Village of
BLYTH, Village of
BOSANQUET, Township of
BOTHWELL, Town of
BRACEBRIDGE, Town of
BRADFORD-WEST GWILLIMBURY, Town of
BRAESIDE, Village of
BRAMPTON, City of
BRANT, County of
BRANT, Township of
BRANTFORD, City of
BRANTFORD, Township of
BRIGHTON, Town of
BRIGHTON, Township of
BROCK, Township of
BROCKVILLE, City of
BROMLEY, Township of
BRUCE, County of
BRUCE MINES, Town of
BRUCE, Township of
BRUSSELS, Village of
BURFORD, Township of
BURK'S FALLS, Village of
BURLEIGH AND ANSTRUTHER, Township of
BURLINGTON, City of

C

CALDWELL, Township of
CALEDON, Town of
CALEDONIA, Township of
CAMBRIDGE, City of
CAMBRIDGE, Township of
CAMDEN EAST, Township of
CAMDEN, Township of
CAMPBELLFORD, Town of
CARADOC, Township of
CARDIFF, Township of
CARDINAL, Village of
CARLETON PLACE, Town of
CARLING, Township of
CARRICK, Township of
CASIMIR, JENNINGS AND APPLEBY, Township of
CASSELMAN, Village of
CAVAN, Township of

CHALK RIVER, Village of
CHANDOS, Township of
CHAPLEAU, Township of
CHAPPLE, Township of
CHARLOTTENBURGH, Township of
CHATHAM, City of
CHATHAM, Township of
CHESLEY, Town of
CHESTERVILLE, Village of
CHISHOLM, Township of
CLARENCE, Township of
CLARENDON & MILLER, Township of
CLIFFORD, Village of
CLINTON, Town of
COBALT, Town of
COBDEN, Village of
COBOURG, Town of
COCHRANE, Town of
COLBORNE, Township of
COLBORNE, Village of
COLCHESTER NORTH, Township of
COLCHESTER SOUTH, Township of
COLDWATER, Village of
COLLINGWOOD, Town of
COLLINGWOOD, Township of
CORNWALL, City of
CORNWALL, Township of
COSBY, MASON AND MARTLAND, Township of
CRAMAHE, Township of
CREEMORE, Village of
CULROSS, Township of
CUMBERLAND, Township of

D

DAWN, Township of
DAY AND BRIGHT ADDITIONAL, Township of
DEEP RIVER, Town of
DELAWARE, Township of
DELHI, Township of
DERBY, Township of
DORION, Township of
DOURO, Township of
DOVER, Township of
DOWNIE, Township of
DRAYTON, Village of
DRESDEN, Town of
DRUMMOND, Township of
DRYDEN, Town of
DUBREUILVILLE, Township of
DUFFERIN, County of
DUMMER, Township of
DUNDALK, Village of
DUNDAS, Town of
DUNNVILLE, Town of
DUNWICH, Township of
DURHAM, Regional Municipality of
DURHAM, Town of
DUTTON, Village of
DYMOND, Township of
DYSART ET AL, Township of

E

EAR FALLS, Township of
EAST FERRIS, Township of
EAST GARAFRAXA, Township of
EAST GWILLIMBURY, Town of
EAST HAWKESBURY, Township of
EAST LUTHER, Township of
EAST WAWANOSH, Township of
EAST WILLIAMS, Township of
EAST YORK, Borough of
EAST ZORRA-TAVISTOCK, Township of
EDWARDSBURGH, Township of
EGREMONT, Township of
EKFRID, Township of
ELDON, Township of
ELGIN, County of
ELIZABETHTOWN, Township of
ELLICE, Township of
ELLIOT LAKE, City of
ELMA, Township of
ELMVALE, Village of
ELORA, Village of
EMILY, Township of
EMO, Township of
ENNISMORE, Township of
ERAMOSA, Township of
ERIE BEACH, Village of
ERIEAU, Village of
ERIN, Township of
ERIN, Village of
ERNESTOWN, Township of
ESPANOLA, Town of
ESSA, Township of
ESSEX, County of
ESSEX, Town of
ETOBICOKE, City of
EUPHEMIA, Township of
EUPHRASIA, Township of
EVANTUREL, Township of
EXETER, Town of

F

FARADAY, Township of
FAUQUIER-STRICKLAND, Township of
FENELON FALLS, Village of
FENELON, Township of
FINCH, Township of
FLAMBOROUGH, Town of

FLESHERTON, Village of
FLOS, Township of
FOLEY, Township of
FOREST, Town of
FORT ERIE, Town of
FORT FRANCES, Town of
FRANKFORD, Village of
FRONT OF LEEDS AND LANSDOWNE, Township of
FRONTENAC, County of
FULLARTON, Township of

G

GALWAY & CAVENDISH, Township of
GANANOQUE, Separated Town of
GEORGIAN BAY, Township of
GEORGINA, Town of
GERALDTON, Town of
GLAMORGAN, Township of
GLANBROOK, Township of
GLENCOE, Village of
GLENELG, Township of
GLOUCESTER, City of
GODERICH, Town of
GODERICH, Township of
GOLDEN, Township of
GOSFIELD NORTH, Township of
GOSFIELD SOUTH, Township of
GOULBOURN, Township of
GRAND BEND, Village of
GRAND VALLEY, Village of
GRATTAN, Township of
GRAVENHURST, Town of
GREENOCK, Township of
GREY, County of
GREY, Township of
GRIFFITH AND MATAWATCHAN, Township of
GRIMSBY, Town of
GUELPH, City of
GUELPH, Township of

H

HAGAR, Township of
HAGARTY & RICHARDS, Township of
HAILEYBURY, Town of
HALDIMAND, Town of
HALDIMAND, Township of
HALDIMAND-NORFOLK, Regional Municipality of
HALIBURTON, County of
HALLOWELL, Township of
HALTON HILLS, Town of
HALTON, Region of
HAMILTON, City of
HAMILTON, Township of
HAMILTON-WENTWORTH, Region of
HANOVER, Town of
HARLEY, Township of
HARRISTON, Town of
HARROW, Town of
HARVEY, Township of
HARWICH, Township of
HASTINGS, County of
HASTINGS, Village of
HAVELOCK, Village of
HAWKESBURY, Town of
HAY, Township of
HEAD, CLARA & MARIA, Township of
HEARST, Town of
HENSALL, Village of
HIBBERT, Township of
HIGHGATE, Village of
HILLIER, Township of
HILTON, Township of
HINCHINBROOKE, Township of
HOPE, Township of
HORNEPAYNE, Township of
HORTON, Township of
HOWARD, Township of
HOWICK, Township of
HOWLAND, Township of
HULLETT, Township of
HUMPHREY, Township of
HUNTINGDON, Township of
HUNTSVILLE, Town of
HURON, County of
HURON, Township of

I

IGNACE, Township of
INGERSOLL, Town of
INNISFIL, Town of
IRON BRIDGE, Village of
IROQUOIS FALLS, Town of
IROQUOIS, Village of

J

JAFFRAY MELICK, Town of
JOLY, Township of

K

KANATA, City of
KAPUSKASING, Town of
KEEWATIN, Town of
KEMPTVILLE, Town of
KENORA, Town of
KENT, County of
KENYON, Township of
KEPPEL, Township of
KILLALOE STATION, Village of

KINCARDINE, Town of
KING, Township of
KINGSTON, City of
KINGSTON, Township of
KINGSVILLE, Town of
KINLOSS, Township of
KIRKLAND LAKE, Town of
KITCHENER, City of
KITLEY, Township of

L

L'ORIGNAL, Village of
LA VALLEE, Township of
LAIRD, Township of
LAKEFIELD, Village of
LAMBTON, County of
LANARK, County of
LANARK, Township of
LANARK, Village of
LANCASTER, Township of
LANCASTER, Village of
LARDER LAKE, Township of
LASALLE, Town of
LAVANT, DALHOUSIE AND N. SHERBROOKE, Township of
LEAMINGTON, Town of
LEEDS & GRENVILLE, United Counties of
LIMERICK, Township of
LINCOLN, Town of
LINDSAY, Town of
LINDSAY, Township of
LION'S HEAD, Village of
LISTOWEL, Town of
LOBO, Township of
LOCHIEL, Township of
LOGAN, Township of
LONDON, City of
LONDON, Township of
LONGLAC, Town of
LONGUEUIL, Township of
LOUGHBOROUGH, Township of
LUCAN, Village of
LUCKNOW, Village of
LUTTERWORTH, Township of

M

MACHAR, Township of
MACHIN, Township of
MADOC, Township of
MADOC, Village of
MAIDSTONE, Township of
MALAHIDE, Township of
MALDEN, Township of
MANITOUWADGE, Township of
MARA, Township of
MARATHON, Town of
MARIPOSA, Township of
MARKDALE, Village of
MARMORA, Village of
MARMORA & LAKE, Township of
MARYBOROUGH, Township of
MATCHEDASH, Township of
MATILDA, Township of
MATTAWA, Town of
MATTICE-VAL COTE, Township of
MAXVILLE, Village of
MCDOUGALL, Township of
MCGARRY, Township of
MCGILLIVRAY, Township of
MCKELLAR, Township of
MCKILLOP, Township of
MCNAB, Township of
MEAFORD, Town of
MEDONTE, Township of
MELANCTHON, Township of
MERRICKVILLE, Village of
MERSEA, Township of
METCALFE, Township of
METROPOLITAN TORONTO, Municipality of
MICHIPICOTEN, Township of
MIDDLESEX, County of
MIDLAND, Town of
MILDMAY, Village of
MILLBROOK, Village of
MILTON, Town of
MILVERTON, Village of
MINTO, Township of
MISSISSAUGA, City of
MITCHELL, Town of
MONMOUTH, Township of
MONO, Township of
MONTAGUE, Township of
MOORE, Township of
MOOSONEE Development Area board
MORLEY, Township of
MORNINGTON, Township of
MORRISBURG, Village of
MOUNT FOREST, Town of
MOUNTAIN, Township of
MULMUR, Township of
MURRAY, Township of
MUSKOKA, District of
MUSKOKA LAKES, Township of

N

NAKINA, Township of
NANTICOKE, City of
NAPANEE, Town of
NEEBING, Township of
NEPEAN, City of

NEW LISKEARD, Town of
NEW TECUMSETH, Town of
NEWBORO, Village of
NEWBURGH, Village of
NEWCASTLE, Town of
NEWMARKET, Town of
NIAGARA FALLS, City of
NIAGARA, Region of
NIAGARA-ON-THE-LAKE, Town of
NICHOL, Township of
NICKEL CENTRE, Town of
NIPISSING, Township of
NORFOLK, Township of
NORMANBY, Township of
NORTH BAY, City of
NORTH CROSBY, Township of
NORTH DORCHESTER, Township of
NORTH DUMFRIES, Township of
NORTH EASTHOPE, Township of
NORTH FREDERICKSBURGH, Township of
NORTH MONAGHAN, Township of
NORTH YORK, City of
NORTHUMBERLAND, County of
NORWICH, Township of
NORWOOD, Village of
NOTTAWASAGA, Township of

O

O'CONNOR, Township of
OAKLAND, Township of
OAKVILLE, Town of
OLDEN, Township of
OLIVER, Township of
OMEMEE, Village of
ONAPING FALLS, Town of
ONONDAGA, Township of
OPS, Township of
ORANGEVILLE, Town of
ORFORD, Township of
ORILLIA, City of
ORILLIA, Township of
ORO, Township of
OSGOODE, Township of
OSHAWA, City of
OSNABRUCK, Township of
OSO, Township of
OSPREY, Township of
OTONABEE, Township of
OTTAWA-CARLETON, Region of
OTTAWA, City of
OWEN SOUND, City of
OXFORD-ON-RIDEAU, Township of
OXFORD, County of

P

PAISLEY, Village of
PAKENHAM, Township of
PALMERSTON & N & S CANONTO, Township of
PALMERSTON, Town of
PARIS, Town of
PARKHILL, Town of
PARRY SOUND, Town of
PEEL, Region of
PEEL, Township of
PELHAM, Town of
PEMBROKE, City of
PEMBROKE, Township of
PENETANGUISHENE, Town of
PERCY, Township of
PERRY, Township of
PERTH, County of
PERTH, Town of
PETAWAWA, Township of
PETAWAWA, Village of
PETERBOROUGH, City of
PETERBOROUGH, County of
PETROLIA, Town of
PICKERING, Town of
PICKLE LAKE, Township of
PICTON, Town of
PILKINGTON, Township of
PITTSBURGH, Township of
PLANTAGENET, Village of
PLYMPTON, Township of
POINT EDWARD, Village of
PORT BURWELL, Village of
PORT COLBORNE, City of
PORT ELGIN, Town of
PORT HOPE, Town of
PORT MCNICOLL, Village of
PORT STANLEY, Village of
PORTLAND, Township of
POWASSAN, Town of
PRESCOTT, Separated Town of
PRESCOTT & RUSSELL, United Counties of
PRINCE EDWARD, County of
PRINCE, Township of
PROTON, Township of
PUSLINCH, Township of

R

RAGLAN, Township of
RAINY RIVER, Town of
RALEIGH, Township of
RAMA, Township of
RAMSAY, Township of
RAWDON, Township of
RAYSIDE-BALFOUR, Town of

REAR OF LEEDS AND LANSDOWNE, Township of
REAR OF YONGE & ESCOTT, Township of
RED LAKE, Township of
RED ROCK, Township of
RENFREW, County of
RENFREW, Town of
RICHMOND HILL, Town of
RIDEAU, Township of
RIDGETOWN, Town of
RIPLEY, Village of
ROCHESTER, Township of
ROCKCLIFFE PARK, Village of
ROCKLAND, Town of
RODNEY, Village of
ROLPH, BUCHANAN, WYLIE AND MCKAY, Township of
ROMNEY, Township of
ROSS, Township of
ROXBOROUGH, Township of
RUSSELL, Township of
RUTHERFORD AND GEORGE ISLAND, Township of

S

SANDWICH SOUTH, Township of
SARAWAK, Township of
SARNIA, City of
SAULT STE. MARIE, City of
SCARBOROUGH, City of
SCHREIBER, Township of
SCUGOG, Township of
SEAFORTH, Town of
SEYMOUR, Township of
SHEDDEN, Township of
SHEFFIELD, Township of
SHELBURNE, Town of
SHERBORNE ET AL, Township of
SHUNIAH, Township of
SIDNEY, Township of
SIMCOE, County of
SIMCOE, Town of
SIOUX LOOKOUT, Town of
SIOUX NARROWS, Township of
SMITH, Township of
SMITHS FALLS, Separated Town of
SMOOTH ROCK FALLS, Town of
SNOWDON, Township of
SOMBRA, Township of
SOPHIASBURGH, Township of
SOUTH CROSBY, Township of
SOUTH DUMFRIES, Township of
SOUTH EASTHOPE, Township of
SOUTH ELMSLEY, Township of
SOUTH FREDERICKSBURGH, Township of
SOUTH HIMSWORTH, Township of
SOUTH MARYSBURGH, Township of
SOUTH MONAGHAN, Township of
SOUTH PLANTAGENET, Township of
SOUTH RIVER, Village of
SOUTH-WEST OXFORD, Township of
SOUTHAMPTON, Town of
SPRINGER, Township of
ST. CATHARINES, City of
ST. CLAIR BEACH, Village of
ST. EDMUNDS, Township of
ST. JOSEPH, Township of
ST. MARYS, Separated Town of
ST. THOMAS, City of
ST. VINCENT, Township of
STAFFORD, Township of
STANHOPE, Township of
STANLEY, Township of
STAYNER, Town of
STEPHEN, Township of
STIRLING, Village of
STONEY CREEK, City of
STORMONT, DUNDAS & GLENGARRY, United Counties of
STORRINGTON, Township of
STRATFORD, City of
STRATHROY, Town of
STURGEON FALLS, Town of
SUDBURY, City of
SUDBURY, Region of
SULLIVAN, Township of
SUNNIDALE, Township of
SYDENHAM, Township of

T

TARA, Village of
TAY, Township of
TECUMSEH, Town of
TEESWATER, Village of
TEMAGAMI, Township of
TERRACE BAY, Township of
THAMESVILLE, Village of
THE ARCHIPELAGO, Township of
THE NORTH SHORE, Township of
THEDFORD, Village of
THESSALON, Town of
THORNBURY, Town of
THOROLD, City of
THUNDER BAY, City of
THURLOW, Township of
TILBURY EAST, Township of
TILBURY NORTH, Township of
TILBURY, Town of
TILBURY WEST, Township of
TILLSONBURG, Town of
TIMMINS, City of
TINY, Township of
TIVERTON, Village of
TORONTO, City of

TOSORONTIO, Township of
TRENTON, City of
TUCKERSMITH, Township of
TURNBERRY, Township of
TWEED, Village of
TYENDINAGA, Township of

U

USBORNE, Township of
UXBRIDGE, Township of

V

VAL RITA-HARTY, Township of
VALLEY EAST, Town of
VANIER, City of
VANKLEEK HILL, Town of
VAUGHAN, City of
VERULAM, Township of
VESPRA, Township of
VICTORIA, County of
VICTORIA HARBOUR, Village of

W

WAINFLEET, Township of
WALDEN, Town of
WALKERTON, Town of
WALLACE, Township of
WALLACEBURG, Town of
WARWICK, Township of
WASAGA BEACH, Town of
WATERLOO, City of
WATERLOO, Region of
WATFORD, Village of
WELLAND, City of
WELLESLEY, Township of
WELLINGTON, County of
WELLINGTON, Village of
WEST CARLETON, Township of
WEST GARAFRAXA, Township of
WEST HAWKESBURY, Township of
WEST LINCOLN, Township of
WEST LORNE, Village of
WEST LUTHER, Township of
WEST NISSOURI, Township of
WEST WILLIAMS, Township of
WESTMINSTER, Town of
WHEATLEY, Village of
WHITBY, Town of
WHITE RIVER, Township of
WIARTON, Town of
WILBERFORCE, Township of
WILLIAMSBURGH, Township of
WILMOT, Township of
WINCHESTER, Township of
WINCHESTER, Village of
WINDSOR, City of
WINGHAM, Town of
WOLFE ISLAND, Township of
WOODSTOCK, City of
WOODVILLE, Village of
WOOLWICH, Township of
WYOMING, Village of

Y

YARMOUTH, Township of
YORK, City of

Z

ZONE, Township of
ZORRA, Township of
ZURICH, Village of

Affiliate Members

Association of Municipal Clerks and Treasurers of Ontario
Association of Municipal Tax Collectors of Ontario
Municipal Engineers Association
Municipal Finance Officers Association
Ontario Municipal Administrators Association
Ontario Municipal Personnel Association
Ontario Municipal Social Services Association
Society of Directors of Municipal Recreation of Ontario

District Members

Algoma District Municipal Association
Northeastern Ontario Municipal Association
Northwestern Ontario Municipal Association
Thunder Bay District Municipal League
Timiskaming Municipal Association

Associate Members

Association Francaise des municipalities de l'Ontario
Association of Local Official Health Authorities
Association of Conservation Authorities of Ontario
Ontario Association of Non-Profit Homes & Services for Seniors
Ontario Association of Police Services Boards
Ontario Association of Property Standards Officers
Ontario Good Roads Association
Ontario Library Trustees Association
Ontario Municipal Recreation Association
Ontario Museum Association